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ABSTRACT

This book describes how colleges and universities might respond more effectively to changing social, demographic, and political forces. An introductory chapter, "On the Road to Recovery and Renewal: Reinventing Academe" (William G. Tierney), advocates reorienting basic work structures and designing more creative organizations. In "Listening to the People We Serve" (Ellen Earle Chaffee), colleges are advised to restructure themselves toward customer service. Next, in "Tenure Is Dead. Long Live Tenure" (W. G. Tierney), alternative ways to measure productivity and reconfigure promotion and tenure are discussed, along with academic freedom and faculty roles and rewards. The chapter, "Forming New Social Partnerships" (Larry A. Braskamp, Jon F. Wergin), suggests that colleges should become community-based conduits for societal change and improvement. Using a case study approach, specific suggestions are offered for making education more integrated and coordinated. In "The Implications of the Changed Environment for Governance in Higher Education" (Roger Benjamin, Steve Carroll), ways to reformat the governance structure and approaches to facilitate information-sharing are considered. The way that external environments, and especially the state, will function in a changed atmosphere in higher education is discussed in "Achieving High Performance: The Policy Dimension" (Peter T. Ewell). The concluding chapter is entitled "The Responsive University in the Twenty-first Century" (Kent M. Keith). (All chapters contain references.) (SW)

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